

Building Effective Partnerships

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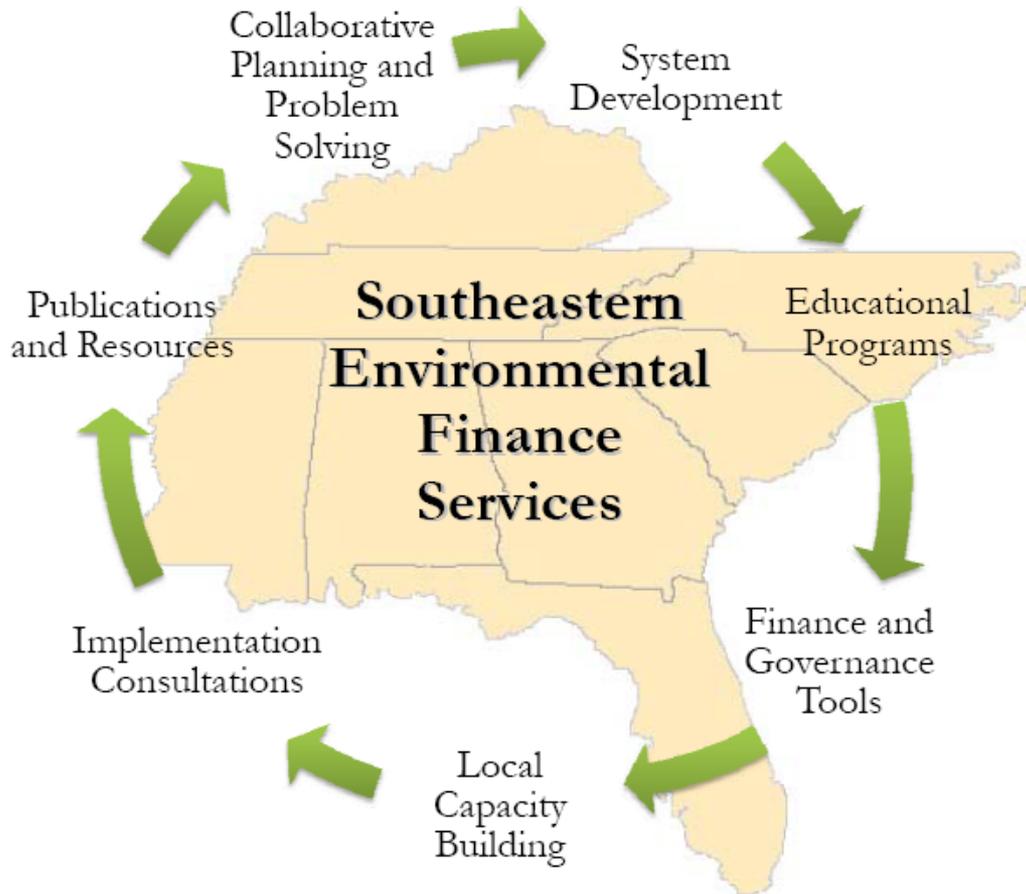
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ENVIRONMENTAL FINANCE CENTER



Dedicated to enhancing the ability of governments and organizations to provide environmental programs and services in fair, effective and financially sustainable ways

Serving EPA Region 4

EFC Network: <http://www.epa.gov/efinpage/efcn.htm>



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Session Agenda

- Discuss the importance of building partnerships as a part of sustainable finance
- Review partnership examples from tribes
- Introduce the concept of asset mapping

Why Partnerships?

- Increased money, obviously. But that is not the only benefit
- Other benefits
 - In kind contributions of time, equipment, etc.
 - Expertise
 - Political Clout
 - Legitimacy of the effort



Partnerships with Other Public Agencies

What other public agencies give to partnership

- Clout
- Access to target markets
- Technical expertise
- Access to distribution channels

What other public agencies get from partnership

- Support for agency mission and goals
- Increased resources
- Increased visibility
- Technical expertise

Source: Kotler & Lee. Marketing in the Public Sector. Wharton School Publishing. 2007. p. 221.

Partnerships with Non Profit Sector

What nonprofits give to partnership

- Technical expertise
- Talent
- Local networks
- Volunteers
- Credibility
- Access to distribution channels
- Advocacy

What nonprofits get from partnership

- Increased resources
- Increased visibility
- Technical expertise
- National networks and contacts of the public agency
- Support for agency mission and goals

Source: Kotler & Lee. Marketing in the Public Sector. Wharton School Publishing. 2007. p. 221.

Partnerships with the Private Sector

What private sector gives to partnership

- Cash
- In kind services
- Products
- Access to distribution channels
- Access to customers
- Increased visibility for communications
- Advocacy
- Volunteers

What private sector gets from partnership

- Technical expertise
- Increased brand preference
- Increased sales
- Community goodwill
- Social impact
- Increased employee attraction, retention, and satisfaction

Source: Kotler & Lee. Marketing in the Public Sector. Wharton School Publishing. 2007. p. 221.

Difficulties & Risks of Partnerships

- Public/Public
 - Multiple layers of bureaucracy
- Public/Non-Profit
 - Non-Profit may not have many resources
- Public/Private:
 - Cynicism about motives of private sector

Source: Kotler & Lee. Marketing in the Public Sector. Wharton School Publishing. 2007. p. 237-238.

Difficulties & Risks of Partnerships

- General Risks
 - Time consuming
 - Require compromise
 - Potential for negative publicity if one partner does something bad

Source: Kotler & Lee. Marketing in the Public Sector. Wharton School Publishing. 2007. p. 237-238.

Marketing Approach to Effective Partnerships

- Start by developing a list of resources your agency needs to meet your goals
- List out possible partners who are interested in your mission
- Approach potential partners to find out more about their priority social issues, and listen to their business needs

Source: Kotler & Lee. Marketing in the Public Sector. Wharton School Publishing. 2007. p. 238-242.

Marketing Approach to Effective Partnerships

- Share your priorities, and find out which ones are most appealing to the potential partner
- Submit a proposal to potential partners **with several possible initiatives** (plus what you are not willing to offer—i.e, endorsing a company)
- When partners say yes, work with them on an implementation plan

Source: Kotler & Lee. Marketing in the Public Sector. Wharton School Publishing. 2007. p. 238-242.

Marketing Approach to Effective Partnerships

- Offer to handle as much of the administrative work as possible
- Assist in measuring and reporting outcomes
- Recognize the partner in the way preferred by the partner (within reason, of course)

Source: Kotler & Lee. Marketing in the Public Sector. Wharton School Publishing. 2007. p. 238-242.

Some Examples

Tribes and EPA (or any funder)

- You should think about all of your funders as partners. They provide you money, and in return you help them meet their program goals and objectives



Goshute Reservation Wetland Program

Wetland Program Plan for the Goshute Reservation



Goshute Environmental Protection Department
Confederated Tribes of the Goshute Reservation
PO Box 6104, 195 Tribal Center Road
Ibapah, Utah 84034

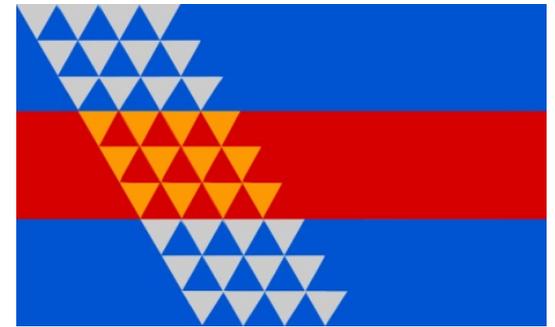
March 3, 2011

Table 1 Responsible Parties and Roles for Plan Implementation

Project Personnel	Title	Responsibility
Ed Naranjo	Director, Goshute Environmental Protection Department	Oversees all Tribal activities associated with the Wetland Program Plan
Clell Pete	Environmental Technicians, Goshute Environmental Protection Department	Responsible for field activities associated with implementing the Wetland Program Plan, such as delineations, assessments, and restoration project work
Lorenzo Hooper		
Janis Gomes	EPA Region IX Project Officer for the Goshute Tribe	Provides EPA's role in advising and overseeing EPA's portion of the Wetland Program Plan
Suzanne Marr	EPA Region IX Wetlands Program	Provides EPA's role in reviewing and approving the Wetland Program Plan

Robinson Rancheria of Pomo Indians Clear Lake Hitch Project

- Project to protect the habitat of the Clear Lake Hitch, a culturally significant fish
- Partners included other tribes who contributed staff time, scientific data, and equipment to help meet the plan developed by Robinson Rancheria



Yurok Tribe's Wetland Restoration

- Yurok Tribe Wetland Program (part of Environmental Program) partners with the Tribe's Fisheries Program and Watershed Restoration Department to protect salmonids and other native fish

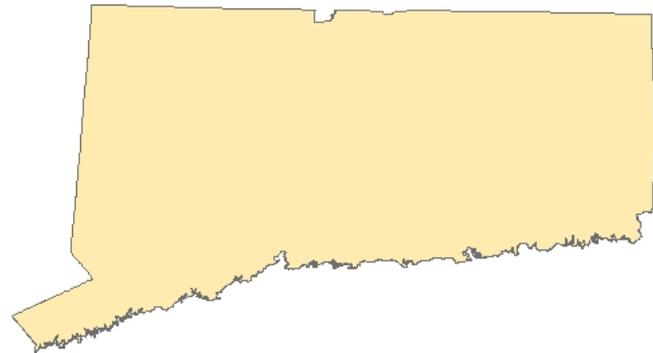


States and tribes share knowledge and information

- Example: Mashantucket Pequot tribe and Connecticut



Mashantucket Pequot
Tribal Nation



Importance of Local Governments

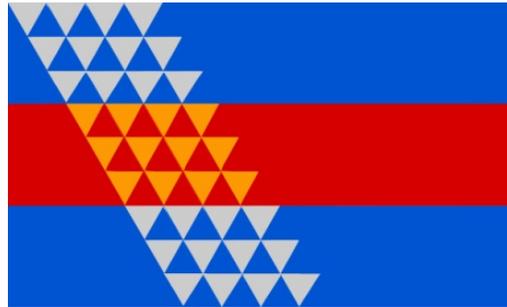
- “Local governments implement the broadest range of regulatory, public works, and other programs of any level of government and have more influence over land uses (and to a lesser extent water uses) than any other level of government.”

Kusler, Jon. Protecting and Restoring Wetlands: Strengthening the Role of Local Governments. ASWM. 2007.



Partner with local governments

- Example: Robinson Rancheria of Pomo Indians & Lake County, CA



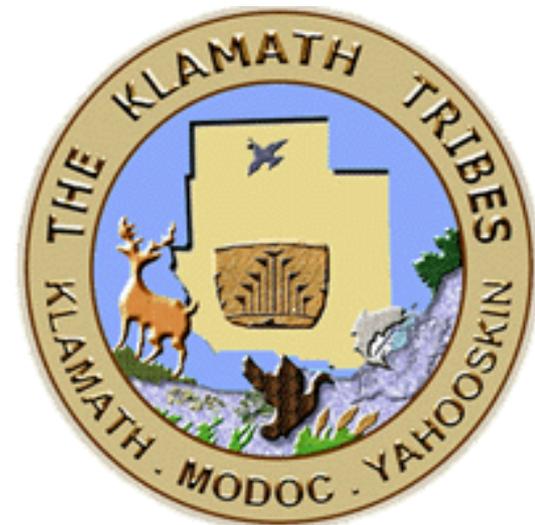
Partner with local governments

- Example: Grand Traverse Band of Ottawa and Chippewa Indians and Grand Traverse County



Partner with Land Conservation Groups

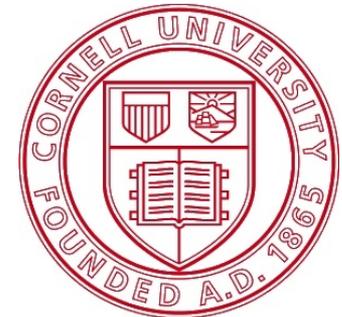
- Example: The Nature Conservancy partners the Klamath Tribes



To find your tribal contact: <http://www.nature.org/contactus/contact/>

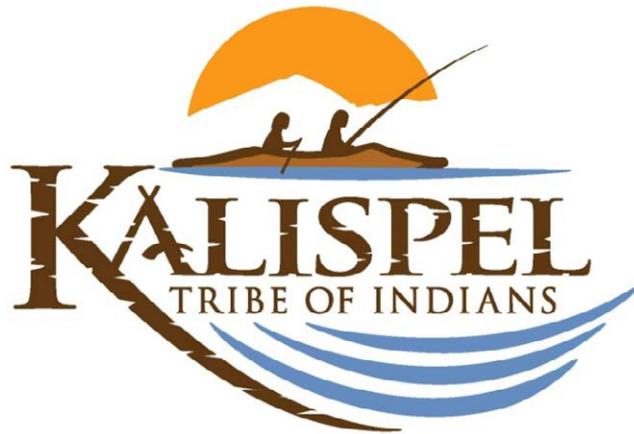
Partner with Universities

- Example: Saint Regis Mohawk Tribe & SUNY-Buffalo, Cornell University and Clarkson University



Partner with Technical Assistance Providers

- Example: Kalispel Tribe and Ducks Unlimited



Partner with Foundation Funders

- Ethno-botany work
 - Example: Hualapai Tribe & the Christensen Fund



Torres-Martinez Tribe Salton Sea Restoration

- Funding Partners



Building TM Pilot Wetlands
Approximately \$3,000,000 to date

- BOR – Engineering - \$325,000
- US EPA NPS Funds – Construction Costs \$1,400,000
- US EPA CWA 106 – Monitoring –various years
- State of CA 319 – Construction Costs \$550,000
- State of CA Prop 13 funds- Monitoring \$250,000
- US EPA 104(b) Funds – Inventory/Delineation of reservation
- BIA 630 Water Resources -Match
- Private Funding other sources - \$25,000 for other things

Incorporate Partnerships into Your Program Plans

State and Tribal Wetland Program Plans:

<http://water.epa.gov/type/wetlands/wpp.cfm>

The screenshot shows the EPA website's navigation and content for State and Tribal Wetland Program Plans. At the top left is the EPA logo and the text "United States Environmental Protection Agency". To the right are links for "Advanced Search" and "A-Z Index". Below these are navigation tabs: "LEARN THE ISSUES", "SCIENCE & TECHNOLOGY", "LAWS & REGULATIONS", and "ABOUT EPA". A search bar is located to the right of these tabs. The main content area is titled "Water: Wetlands" and includes a breadcrumb trail: "You are here: Water » Our Waters » Wetlands » State and Tribal Wetland Program Plans". The page title is "State and Tribal Wetland Program Plans". A notice states: "You will need Adobe Reader to view some of the files on this page. See EPA's PDF page to learn more." The main text explains that Wetland Program Plans (WPPs) are voluntary plans developed and implemented by state agencies and tribes, which articulate what these entities want to accomplish with their wetland programs over time. It also notes that EPA Regional offices review WPPs, and approved plans are published on the website. The page includes links for "Contact Us" and "Share".



Salt River Pima-Maricopa Indian Community Voluntary Restoration & Protection

SALT RIVER PIMA-MARICOPA INDIAN COMMUNITY

COMMUNITY DEVELOPMENT DEPARTMENT

**ENVIRONMENTAL PROTECTION &
NATURAL RESOURCES DIVISION**

Wetland Program Plan

April 2011

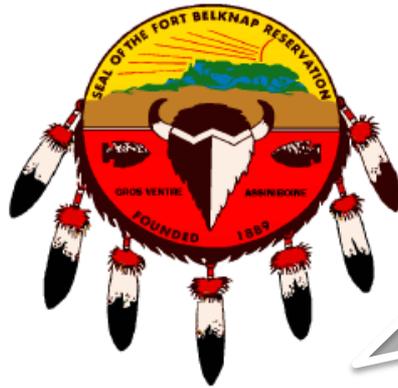
TABLE 5.2 Summary of Program Partners & Anticipated Roles

<i>Partners</i>	<i>Anticipated Roles</i>
EPNR Water Quality Program	Collaborate on water quality issues.
EPNR Range Management	Collaborate on plants and animal species surveys.
SRPMIC Engineering & Construction Services	Provide guidance and information on irrigation practices and maintenance as well as providing field equipment as needed.
SRPMIC Public Works Department	Provide assistance with waste management, groundwater information, equipment operators and manpower, and other areas.
SRPMIC Cultural Resources Department	Collaborate on planting and harvesting of culturally significant plants as well as plant surveys.
U.S. Army Corps of Engineers	Continued collaboration on the design of the Va Shly'ay Akimel Restoration Project, an ecosystem restoration project along the Salt River.
The City of Mesa	Continued collaboration on the design of the ecosystem restoration project along the Salt River as directed by Council.
Arizona Game and Fish	Continue collaboration on the NestWatch program which monitors the Southwest Desert Nesting Bald Eagles during their annual breeding season and pursue opportunities to increase habitat restoration.
US Fish & Wildlife Service	Pursue opportunities to conduct plant and wildlife surveys.
Scottsdale Community College, Center for Native & Urban Wildlife	Pursue opportunities to conduct plant and wildlife surveys.
Arizona State University, Central Arizona Chapter for the Society of Conservation Biology	Pursue opportunities to conduct plant and wildlife surveys.
Arizona Department of Environmental Quality (ADEQ)	Provides state wetland monitoring and assessment activities and upstream information for the Salt and Verde Rivers as well as biocriteria monitoring.
Inter Tribal Council of Arizona, Inc. (ITCA) Ft. McDowell Yavapai Nation (upstream neighbor along the Verde River)	Provide opportunity to present program and project findings and results to other Indian Nations. Continue collaboration of monitoring and assessment activities along the Verde River.

Fort Belknap Indian Community

WETLAND PROGRAM WORKPLAN
FORT BELKNAP INDIAN COMMUNITY
FY2010-FY2015

“Protecting wetlands for future generations, is the goal of the Wetlands Program”



ENVIRONMENTAL DEPARTMENT
R.R.1 BOX 66
ARLEM, MONTANA 59526
(406) 353-8384

THOR DENNIS LONGKNIFE, JR.
WETLAND SPECIALIST
DECEMBER 2009



“Northern Leopard Frogs are abundant in this watershed and this species is identified as threatened in the western Montana, which we will intend to develop Partnerships and collaboratively work with tribal, state and federal agencies to strategize how to preserve the species and manage effective control measures that ensure their survival.”

<http://www.flickr.com/photos/briangratwicke/5898747773/>



New Mexico's Multi State Agency Program

Program Development Activities for WETLANDS REGULATORY PROGRAM Core Element

Overall Objective: Promote the use of new and proven methods to protect and restore wetlands by regulated project proponents.

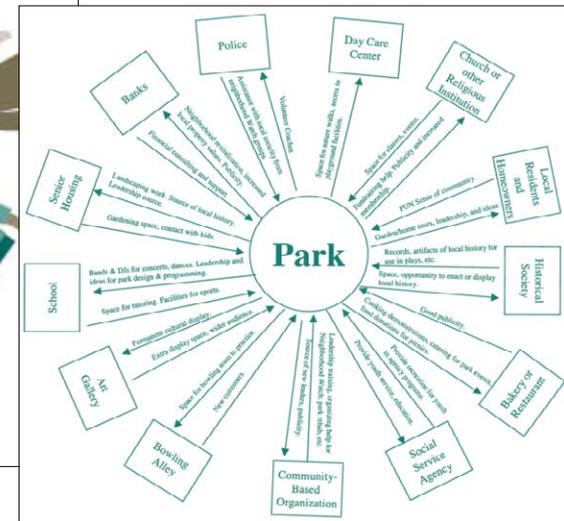
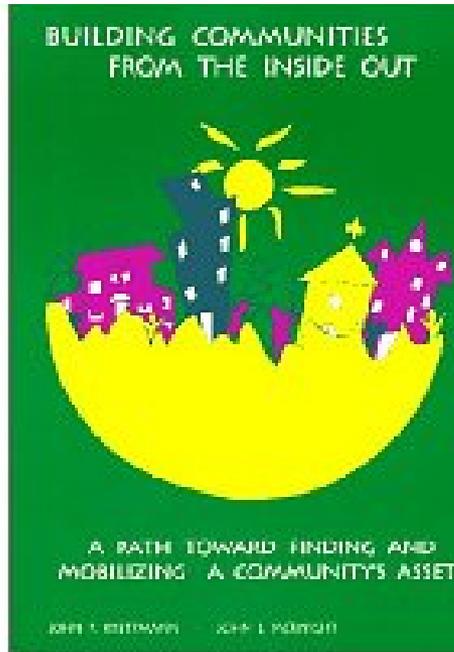
Action: Adopt procedures and strengthen processes that protect wetlands through regulatory measures							
Activity	2011	2012	2013	2014	2015	Partners	Activity Lead
Maintain and improve the State's wetlands resources through development of sufficient mitigation ratios when mitigation is the only option.	x	x	x			ACOE	ACOE
Utilize regulatory programs like the Certification of Dredge and Fill under CWA Section 401 that provide mechanisms for regulation of wetlands activities.	x	x	x	x	x	ACOE	SWQB 401 Cert Program and SWQB Wetlands Program
Explore the feasibility, find sites and sponsors of In Lieu Fee Programs and Mitigation Banks	x	x	x	x	x	ACOE, Agency and NGO Roundtables	ACOE
Participate and refine the process for reporting wetland activities under CWA §§303(d) and 305(b).	x	x	x	x	x	Agency Wetlands Roundtable	SWQB and SWQB Wetlands Program
Develop and improve ordinances and jurisdiction that protect wetlands/riparian areas/ buffer.	x	x	x	x	x	Santa Fe County, other local agencies	NGO roundtable
Develop procedures at the state or local level that will ensure that isolated wetlands are protected from impacts.				x	x	County governments, local governments, watershed groups	SWQB Wetlands Program
Develop a tracking process to track wetlands gains and losses from a variety of activities that either impact or restore wetlands				x	x	NGO Roundtable, consultants, watershed groups	SWQB Wetlands Program

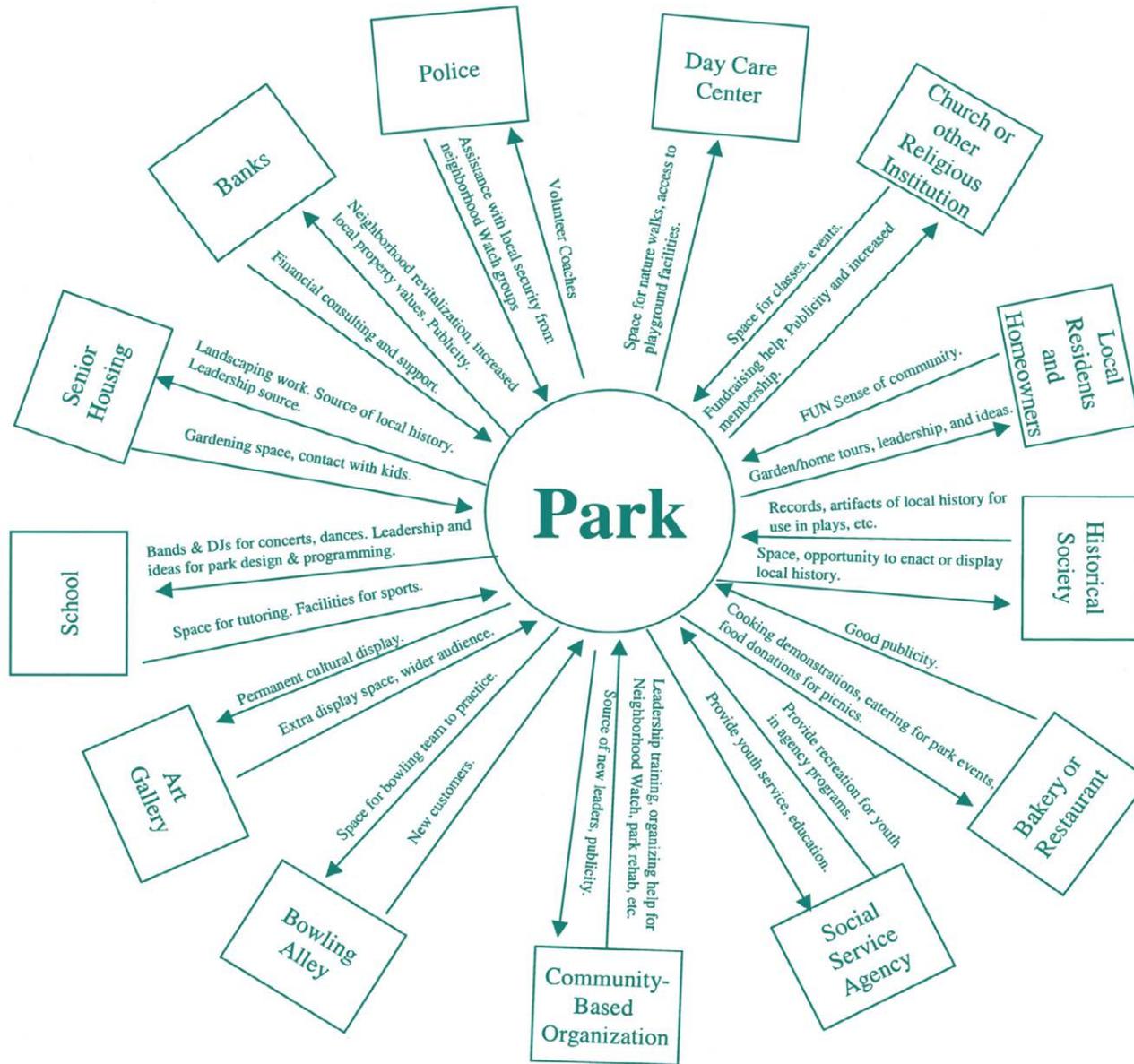
Who are your partners?

Who should be your partners?

Using Asset Maps to Build Better Partnerships

ASSET MAPPING





Source: Kretzmann & McKnight, *Building Communities from the Inside Out*

Building an “Asset Map”

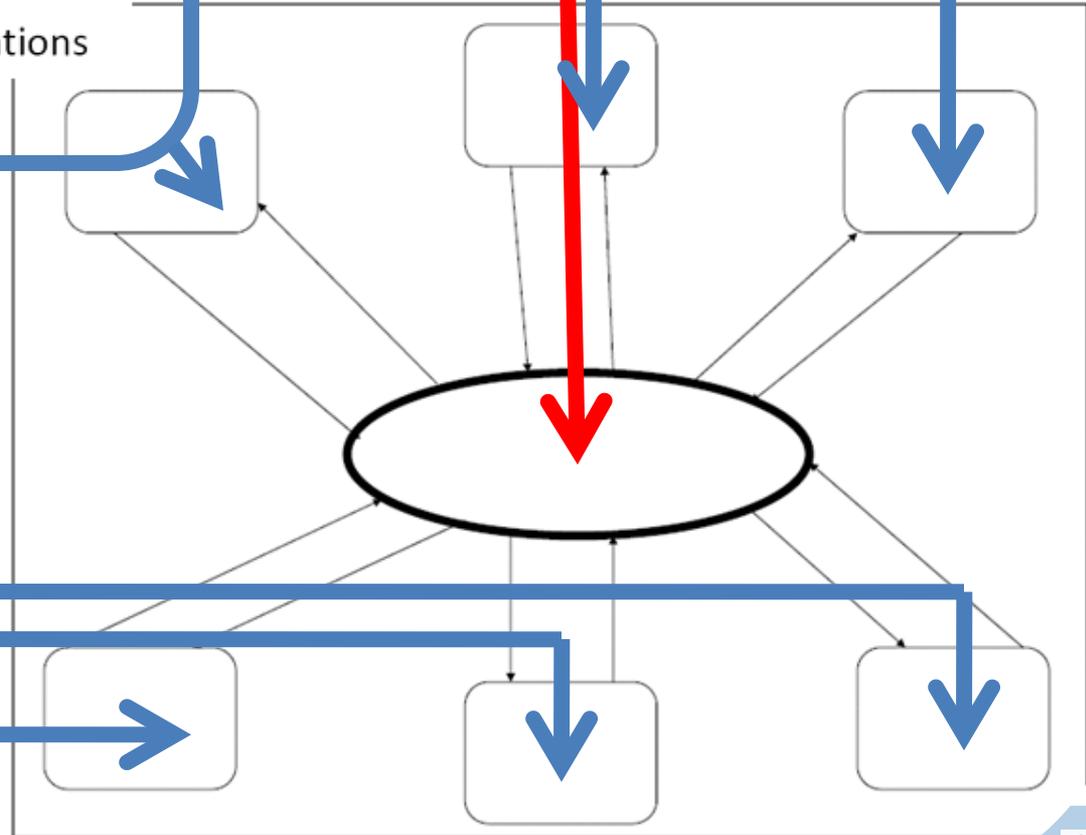
- How does an asset map work?
 - Select a project or aspect of work to fund
 - Identify current and potential collaborators
 - List what assets each collaborator would bring to your project
 - List what assets your program can offer to the collaborator

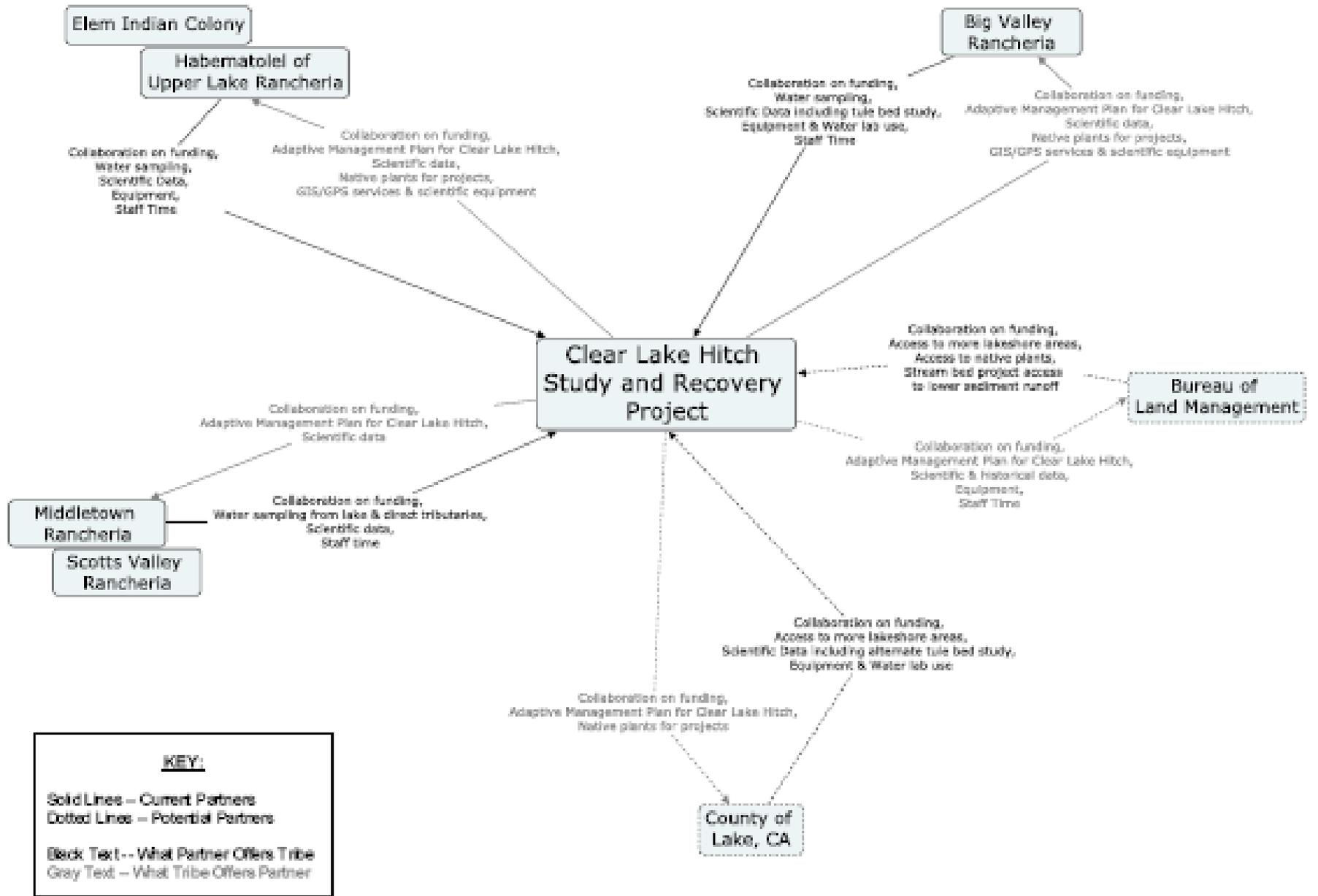
Sustainable Finance Process

- Know the projects you want to pay for
- Seek out all appropriate federal funding
- Combine federal money with funds generated at the state/tribal level
- Collaborate with other units of government
- Partner with non-governmental organizations

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Questions?



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